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September 12, 1973

Dear Arnie:

Attached are a few pages which describe the NIO concept. The intention in this concept is to improve the product through using specialists in their area of expertise in the first instance, and then assuring, through review by generalists and by USIB, that the output meets the needs of decisionmakers.

Best regards.

	Sincerely,
L	Acting Deputy to the DCI
	for the Intelligence Community

Attachment

Mr. Arnold Donahue
Office of Management & Budget
New Executive Office Building Rm 8215

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Excerpt from USIB Minutes M-648, dated 23 August 1973:

4. Further Discussion of National Intelligence Officers (NIOs)
(Ref: USIB-M-646, 2 August 1973, item 5)

Mr. Colby opened the discussion by thanking the Board Principals for their constructive suggestions and general support regarding the NIO concept. He noted that a modified draft of the NIO paper, which incorporated some of the suggestions, had been ciruclated to the Board Principals the previous day. In response to a number of questions, Mr. Colby pointed out that the NIO concept was still in a flexible and developmental stage and that many problems and procedures, e.g., the prevention of overlapping functions, would have to be worked out as the program evolved. He said that it was essential, if the program was to be a success that the best possible people be selected as NIOs and that they receive the right guidance from the DCI, a task which he said he had every intention of fulfilling.

In response to Captain Burkhalter, Mr. Colby said that he had no problem with slipping the 24 August deadline for NIO nominations. He noted that he had not yet been sworn in; adding that he also intended to check out the NIO program at the NSC and to touch base with some members of Congress before any final action would be taken.

In concluding the discussion, Mr. Colby said that he would continue to consult with the Board Principals and that he welcomed their comments at any time, either formal or informal, regarding the development of the NIO program.

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Draft Memo for USIB Members

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